WADHWANI FOUNDATION

Case Study 1 (Sector Agnostic)

# Where Is Our Sales Engine Leaking First?

## KEY GROWTH POINTER

More leads will not fix a broken sales engine.

## 1. BUSINESS CONTEXT

A growing business owner was working on sales improvement, branding, and HR policies at the same time. These efforts were useful, but they created a hidden issue: the owner became too busy with sessions and did not have enough time for day-to-day sales calls.

## 2. CHALLENGE

The company had a sales team, but the business was still highly dependent on the owner. When the owner's attention moved away from daily sales activity, sales numbers were affected. This showed that the sales system could not continue strongly when the owner stepped away.

## 3. WHAT THE EXPERT ANALYSIS REVEALED

| Key Finding | What It Means | Impact on Growth |
|---|---|---|
| A sales team is not always a sales engine | The business may still depend on the owner for calls, confidence, follow-ups, and closing momentum. | Sales can drop when the owner becomes busy. |
| "More leads" may not be the real problem | The leak may be in lead quality, conversion, proposal clarity, follow-up, or review rhythm. | Adding more leads may not improve results. |
| Owner dependency was hidden inside the system | Key sales activities were not yet converted into repeatable team-owned routines. | The business could not scale sales without founder involvement. |

## 4. EXPERT RECOMMENDED WAY FORWARD

### Clarify sales ownership

Define which parts of sales the team can own without waiting for the founder.

### Diagnose the sales leak first

Identify whether the problem is lead volume, lead quality, conversion, follow-up, proposal quality, or owner dependency.

### Build repeatable routines

Convert important sales activities into daily and weekly disciplines that continue without the owner.

### Install review rhythm

Use weekly reviews to track movement, stuck deals, follow-ups, and next actions.

## 5. GAP IDENTIFIED

The business was investing in sales, brand, and HR, but the sales engine still depended heavily on the owner's daily involvement.

## 6. KEY DECISION

The business needed to stop treating "more sales" as one broad problem and first diagnose the specific sales leak.

## 7. BUSINESS IMPACT

- • Clearer sales leak diagnosis
- • Lower owner dependency
- • Better follow-up and review discipline
- • Stronger repeatable sales routines
- • Focused fixes before adding leads

## 8. PRACTICAL TAKEAWAYS

- Do not assume that a sales team automatically means a sales engine.
- If sales drops when the owner becomes busy, the system is still founder-dependent.
- Diagnose the exact sales leak before hiring more salespeople.
- More leads will not solve weak follow-up, poor qualification, or unclear ownership.
- Build routines that continue even when the owner is not present every day.

Source: Wadhwani Foundation | Masterclass: Building a Repeatable B2B Sales Engine by expert sales coach Neetu Bansal

Disclaimer: This is for general learning and guidance only; consult a qualified expert before making decisions specific to your business.